Use of Strategic Foresight to Inform the FY 2022-2026 Strategic Plan

OMB encourages use of strategic foresight in strategic planning

(OMB A-11: 230.1)

- "Incorporating strategic foresight into the strategic planning and review process is one method for facilitating the achievement of long-term goals."
- "Strategic foresight is a method for systematically considering a longer time horizon and broader scope of issues than other forms of planning."
- "Integrating strategic foresight in the planning process also facilitates a systems approach to problem solving and may help an Agency better prepare for future threats or take early advantage of emerging opportunities [and] ... avoid the "silo effect," in which problems are viewed in isolation."

Horizon scanning to inform EPA's FY 2022-2026
Strategic Plan and Evidence Act Learning Agenda

- Two-phase systematic and iterative horizon scanning approach (as used successfully by other Federal agencies): <u>literature scan and interviews</u> (see notes)
- Initiated initial literature scans in the following areas:
 - Climate Change: Agency Responsiveness/Preparedness
 - Environmental Justice and Sustainable Communities
 - Electric Vehicle Industry and Associated Materials and Waste Streams
 - Green Chemistry/Materials Management/Recycling
 - · Ocean Pollution/Microplastics
 - Workforce/Succession Planning
- Seeking DAA/DRA input on:
 - Scanning areas
 - Experts for interviews, including Agency political and career leadership and internal and external experts (initial list provided separately)

Horizon scanning is one of the foresight techniques identified in OMB A-11 to inform agency planning. Horizon scanning includes a systematic literature scan (e.g., using a framework such as Science, Technology, Environment, Policy/Politics -- STEP) and interviews with "thought leaders" who represent relevant disciplines and diverse perspectives. Interviewees are asked about what they see as emerging issues within their areas of expertise that may be important for the EPA.

Reflecting foresight results in EPA's FY 2022-2026 Strategic Plan OCFO will provide summary reports and will brief agency leadership and programs to:

- Inform scope and content of Agency goals and objectives.
- Develop strong and resilient program strategies that consider future uncertainties.
- Illuminate external factors that may impede or enhance EPA's ability to advance the strategic plan.
- Identify areas for additional foresight work.

